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Letter dated 3 April 2014 from the Permanent Representative of Qatar to the United Nations addressed to the President of the Economic and Social Council

Attached herewith is the national report of Qatar entitled "National development planning and implementation: human development, sustainable development and national well-being" for the annual ministerial review to be held during the high-level segment of the 2014 session of the Economic and Social Council (see annex).

I should be grateful if you would circulate the present letter and its annex as a document of the Council, under item 5 (c) of the provisional agenda.

(*Signed*) Alya Ahmed S. **Al-Thani**
Ambassador
Permanent Representative

* E/2014/1/Rev.1, annex II.

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Annex to the letter dated 3 April 2014 from the Permanent Representative of Qatar to the United Nations addressed to the President of the Economic and Social Council

National development planning and implementation: human development, sustainable development and national well-being

Summary

Governments everywhere are increasingly focused on sustainable development and the post-2015 development agenda. At the United Nations Conference on Sustainable Development, held in June 2012, Qatar reaffirmed its commitment to sustainable development and to ensuring the promotion of an economically, socially and environmentally sustainable future and national well-being. The three pillars of sustainable development permeate Qatar's national planning.

Qatar National Vision 2030 and the Qatar National Development Strategy 2011-2016 set out a programme of initiatives aimed at maintaining a balance between the country's development needs and ensuring sustainable prosperity for future generations. The year 2013 provided an opportunity to review progress in the implementation of the National Development Strategy, including achievements made so far, challenges and directions for the period from 2014 to 2016. The National Development Strategy, midterm review was undertaken with the active engagement of stakeholders.

Qatar is committed to advancing the well-being of its population and has made tremendous progress in improving human development, moving from fifty-seventh out of 187 countries in 1997 to thirty-sixth in 2012 on the UNDP human development index. Maintaining progress requires continued social sector investments, in particular in young people. Overall success in achieving national development goals cannot be measured only through the use of traditional indicators. Based on subjective measures of well-being, overall 84 per cent of persons living in households in Qatar expressed that they were either very or somewhat satisfied with their lives.

Rapid infrastructure development and population growth, as well as the changes to social behaviour brought about by the country's financial wealth, are creating strains and stresses. Between 2008 and 2013, Qatar's population grew from 1.4 million to over 2 million. The rapid increase in the expatriate population and the labour force creates a wide range of challenges for national and sector planning strategies.

Qatar has a young population and the number of youth aged 15 to 24 has grown rapidly, from 14 per cent of the population in 2000 to 15.4 per cent in 2012. Investing time, efforts and resources in Qatar's youth will provide young men and women with opportunities and choices throughout their lifetime and help to build the human capital required for making Qatar National Vision 2030 a reality. The Ministry of Youth and Sports established in 2013 will increase support and investments in youth programmes and include the voices of young people in policy and decision-making processes.

The National Development Strategy midterm review identified several key lessons learned, including the need for ministries and agencies to establish executive plans with the National Development Strategy at their core and the need to establish mechanisms for greater sector-wide, cross-sector and inter-agency collaboration on National Development Strategy projects. It also recognized an urgent need for additional project management and technical capacity and expertise within the ministries and agencies for project implementation, monitoring and evaluation and for policy development.

I. Introduction: Qatar National Development Planning Framework

1. The focus of world leaders on sustainable development as the only viable way forward for our future and that of our children has been intensified through the high-level intergovernmental process to articulate a set of sustainable development goals with related targets and monitorable indicators for the post-2015 development agenda. Qatar reaffirmed its commitment to sustainable development at the 2012 United Nations Conference on Sustainable Development. The country's national development thrusts are aimed at simultaneously balancing social development, economic growth and environmental protection, taking account of their interlinkages.

2. Qatar National Vision 2030[1], launched in November 2008 by the then Heir Apparent, His Highness The Emir Sheikh Tamim Bin Hamad Al-Thani, defines the country's long-term development outcomes and incorporates sustainability as its underlying principle. The Vision, built on four interrelated development pillars of human, social, economic and environmental development, mainstreams sustainable development. Cognizant of the challenges facing the country, the Vision envisages that national development will be carried out with responsibility and respect, balancing and integrating the economic, social and environmental dimensions. It recognizes the critical importance of forging regional and international alliances consistent with the global partnership for development.

3. Qatar National Vision 2030 foresees Qatar becoming a vibrant, prosperous and advanced country with high standards of living and sustainable prosperity for all of its people. The Qatar National Development Strategy 2011-2016,[1] launched in March 2011, is a six-year programme of action that aligns the growth of national prosperity with the realities of environmental constraints, with sustainability threaded throughout. The National Development Strategy is aimed at advancing national transformation towards the goals and objectives of Qatar National Vision 2030. It is the country's first national development strategy and also includes initiatives to modernize public sector institutions. It contains priority national development programmes, projects and initiatives for 14 sectors, with related outcomes and targets to be achieved by 2016. The National Development Strategy outcomes and targets are themselves a subset of those contained in 14 comprehensive sector strategy reports.

4. A review at the end of 2013, the midpoint of Qatar's six-year planning cycle, provided an opportunity to take stock of the implementation progress of the National Development Strategy, learn lessons that will inform future planning and execution and identify critical gaps. Account was also taken of emerging new development priorities that had arisen in the period from 2010 to 2013 and that were not foreseen when the strategy was prepared in 2010 and to make the necessary adjustments at the sector and national levels. Qatar's comprehensive, integrated and aligned national development planning framework, fully endorsed and supported at the highest level of political leadership, is illustrated in figure I below.

[1] See www.gsdp.gov.qa/.

Figure I
Qatar National Development Strategy 2011-2016: an integrated national planning framework

Planning aligned at all levels top down and bottom up
Qatar National Vision 2030
• Defines national development goals
National Development Strategy 2011 – 2016
• Defines priority national initiatives for achieving Qatar National Vision 2030 goals
Midterm review 2013
• Learns lessons and realigns sector and national initiatives
Sector strategies 2011-2016
• Defines priority sector initiatives

5. With the involvement of relevant government ministries and agencies, the private sector and civil society and in collaboration with the United Nations Development Programme (UNDP), Qatar also prepares periodic national human development reports on selected themes. These reports are aimed at supporting and providing inputs for the country's development planning and related policy initiatives. They serve as policy and advocacy tools aligned with the goals of Qatar National Vision 2030. Qatar's first national human development report (2006) addressed various general aspects of human development, the second (2009) focused on advancing sustainable development, and the third (2012) focused on expanding the capacities of Qatari youth.[2]

6. The substantial revenues from Qatar's hydrocarbon resources (natural gas and oil) provide ample means to invest in world-class infrastructure; build efficient delivery mechanisms for public services, especially health care, education and social protection; create a highly skilled and productive labour force; and support the development of entrepreneurship and innovation capabilities. The country's natural resource wealth also provides a means to invest in new technologies and frontier scientific research and development. It is thus anticipated that these investments will form a strong foundation for Qatar's long-term sustainable development vision.

Role of stakeholders in the national planning process of Qatar

7. Qatar's planning process strives to be highly participatory and inclusive across society. The Ministry of Development Planning and Statistics, which since June 2013 incorporates the General Secretariat for Development Planning, coordinates national planning, including Qatar National Vision 2030, the National Development

[2] *Expanding the Capacities of Qatari Youth: Mainstreaming Young People in Development*. Available from www.gsdp.gov.qa/.

Strategy and the midterm review of the National Development Strategy, as well as the national human development reports. Like the National Development Strategy itself, preparation in 2013 of the midterm review of the strategy mobilized and engaged stakeholders from all sectors. Stakeholder engagement spread from ministers and prominent leaders to a large number of public, private and civil society sector participants in 14 sector task teams.

8. The Ministry of Development Planning and Statistics established a Project Management Office, and, with the technical support of the Ministry's substantive departments, developed templates and terms of reference and provided assistance to each of the 14 task teams. Each task team then prepared comprehensive evidence-based reviews of the national sector strategies and the progress they had made towards their development targets. This included the use of indicator frameworks linked to the targets.

9. The extensive and intensive intersectoral consultations, including interviews, discussions, debates and research, have been important for ensuring strong and positive ownership and legitimacy from the outset. Moreover, the Government benefited from a variety of inputs that have been crucial in identifying important weaknesses to be addressed through policies, regulations and investments, including through international agencies, such as the World Bank and UNDP.

Ensuring accountability

10. During the implementation phase of the National Development Strategy, a Supreme Committee for Development Planning chaired by the then Heir Apparent was established and met quarterly to review progress. The Committee's key roles were to set priorities for strategic and policy coordination, taking into account cross-sectoral dependencies and global commitments; follow up, monitor and evaluate implementation progress; and initiate measures to strengthen implementation performance.

11. Following the restructuring of government ministries and agencies in June 2013, the Supreme Committee for Development Planning was replaced in early 2014 by the Supreme Committee for Follow-up of the Implementation of the Qatar National Development Strategy 2011-2016, chaired by the Prime Minister, with a similar mandate. It aims to meet monthly.

Scope of the present report

12. The present report focuses on Qatar's progress in human development, sustainable development and national well-being. Section III below describes how the country's rapid population growth is a cross-cutting challenge for planning and implementation, focusing in particular on increasing vehicular traffic and road safety. The thematic focus of the last part of section III (see paras. 35-42) is on young people. The report concludes with some of the operational challenges and lessons learned from the National Development Strategy midterm review.

II. Human development, sustainable development and national well-being

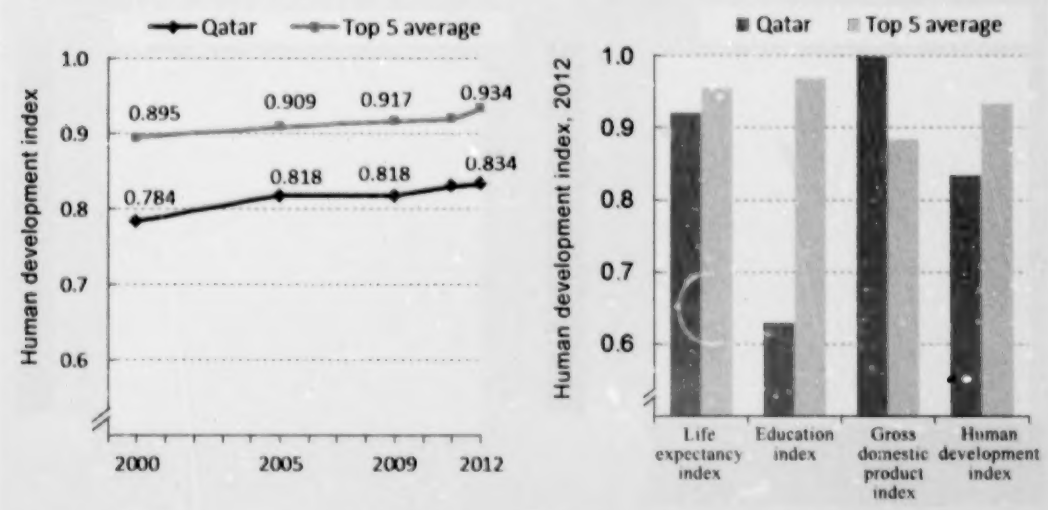
13. A critical goal of Qatar's national planning is to achieve the highest levels of human development, namely, to build human capital and increase the capacities, capabilities and choices of individuals, while balancing this aim with sustainable development. The programmes and initiatives of the Qatar National Development Strategy seek to contribute to this high-level goal and to sustain a high level of national well-being. Investments in human development are also critical for transitioning towards a more diversified knowledge-based economy.

Human development

14. Between 2000 and 2012, Qatar made remarkable progress in attaining high human development, as measured by the UNDP human development index. This composite index is defined in terms of three dimensions: (a) to have the capacity to live a long and healthy life; (b) to be educated and knowledgeable; and (c) to have access to assets, decent employment and income.

15. The country advanced to thirty-sixth out of 187 countries in the world in 2012, compared with fifty-first a decade earlier. Qatar has progressed relative to the world's top five countries. In terms of the three component dimensions of the human development index, Qatar now ranks the second highest globally in the gross national income per capita index, some 13 per cent above the top five countries, and its achievements in health are exemplary. However, Qatar's results in the education dimension still lag markedly behind the world's top five countries (see figure II below).

Figure II
Progress of Qatar in human development benchmarked against the world's top five countries



Source of data: United Nations Development Programme, 2013.

Balancing human development and environmental protection

16. An overarching goal of Qatar National Vision 2030 goal is to achieve a balance between development needs and protecting the environment. Sustainable development represents a commitment to advancing human well-being, with the added constraint that this development needs to take place within the ecological limits of the biosphere.

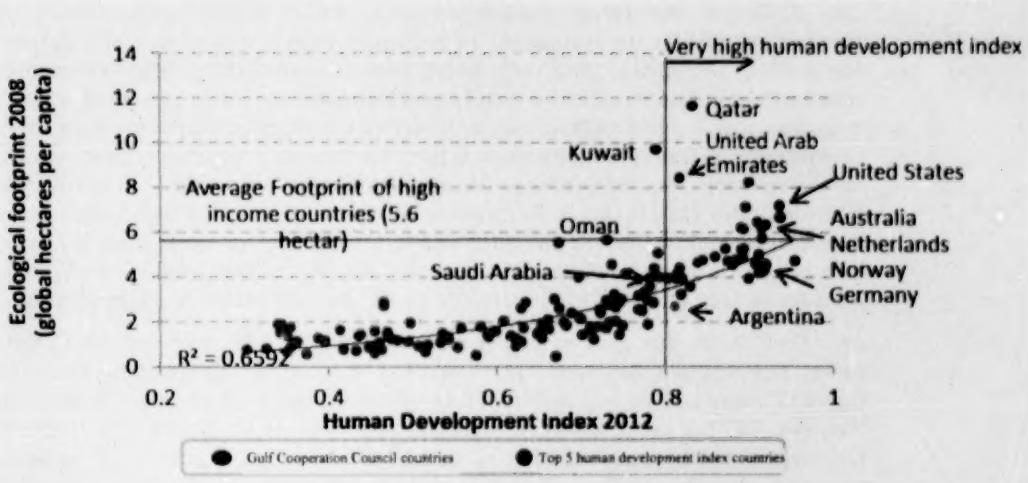
17. Progress in both these dimensions of sustainable development can be assessed using the UNDP human development index as an indicator of human development and the World Wildlife Fund ecological footprint as an indicator of human demand on the biosphere. A human development index of 0.8 or above and a per capita ecological footprint of less than the globally available biocapacity per person (1.8 global hectares per capita) (World Wildlife Fund, 2012) represent minimum requirements for long-term sustainable development that is globally replicable.[3]

18. In 2012, Qatar's human development index was the highest among Gulf Cooperation Council countries; yet, according to the World Wildlife Fund's *Living Planet Report 2012: Biodiversity, biocapacity and better choices*, Qatar's ecological footprint increased from 10.5 to 11.7 global hectares per capita between 2007 and 2008. At 11.7 global hectares per capita Qatar has the highest ecological footprint compared with the average footprint of high-income countries, which is 5.6 global hectares per capita, and the global average footprint of 2.6 global hectares per capita (see figure III below).

19. The country continues to face critical challenges with its unique natural environment under stress as a result of urbanization and very rapid population growth, rising air pollution, increased waste, a rising water table and pressures on its natural habitats. Many National Development Strategy initiatives are trying to address these challenges. For example, through the Strategy project to reduce carbon dioxide emissions from oil and gas flaring using new technology, in 2012, flaring intensity volumes per energy produced were reduced by almost half compared with 2008 levels.

[3] Moran and others, "Measuring sustainable development: Nation by nation", *Ecological Economics*, vol. 64, No. 3 (2008), pp. 470-474.

Figure III
Human development index of Qatar



Note: The human development index of Qatar compares favourably with the Gulf Cooperation Council countries and the top five human development index countries but Qatar has the highest ecological footprint.

National well-being

20. Traditionally, changes in national prosperity have been measured using gross domestic product (GDP) per capita and other macroeconomic indicators and, more broadly over the past 25 years or so, through the use of the human development index and other composite indexes. In recent years, it has been increasingly realized that success in achieving national development goals cannot be measured only through the use of traditional indicators.

21. One reason for this is that rising prosperity in economic terms can be accompanied by other serious challenges such as those facing Qatar. Examples are environmental degradation, including too rapid population and urban growth with its negative externalities of traffic and air pollution and stresses on public services, as well as ill health, including the modern lifestyle diseases of obesity, diabetes and mental stress. In a relatively short period, Qatar has achieved the highest per capita income in the world and material prosperity. Yet, this has been gained at the expense of a significant deterioration in the quality of life, including weakening of family cohesion and challenges to Qatari traditional values.

22. National well-being measures provide information to policymakers and citizens about social and economic progress. They can, for example, allow policymakers to target groups that have been shown to have the greatest need for improved well-being. They may also be used to help people to make decisions that can influence their future well-being.

23. Overall, life evaluation measures have traditionally been based on responses to a single question which asks the respondents to imagine that their current life is like a ladder, with the best possible life ranking as 10 (or 5) and the worst possible life ranking 0, and to provide a score ranging from 0 to 10 (or 1 to 5 as in Qatar's 2012 multi-indicator cluster survey) that best describes their overall level of satisfaction.

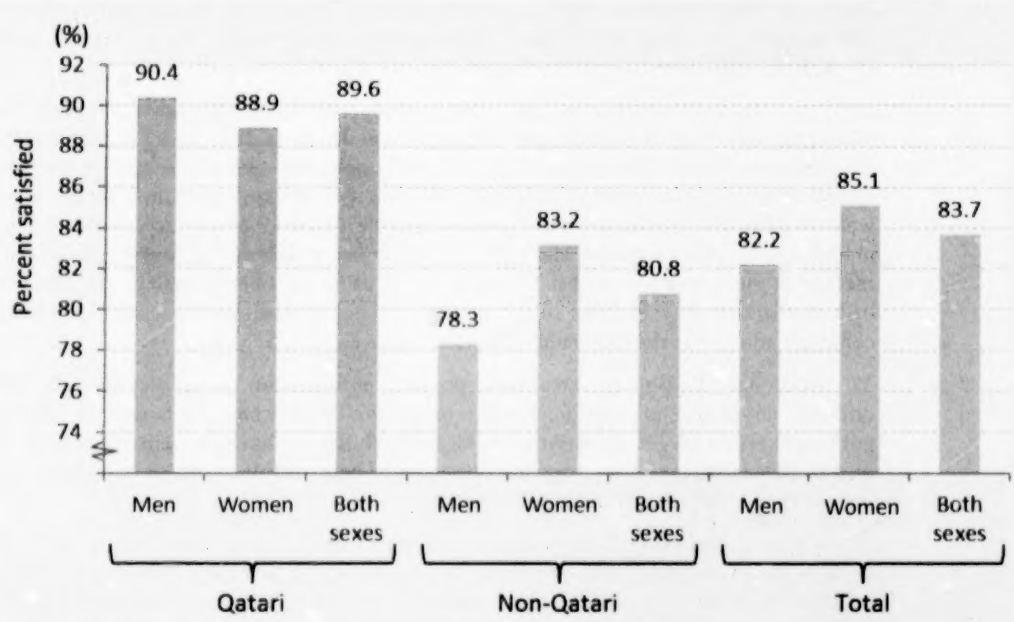
This one-dimensional approach is often used in Gallup poll-type surveys and was also included in the multi-indicator cluster survey.

24. A deeper and more detailed approach, which disaggregates overall life satisfaction, focuses on evaluations of particular aspects or domains of a person's life, such as satisfaction with their health status or satisfaction with their personal relationships and so on. These domain evaluations, also based on responses to single questions, can be used on their own or to derive a composite overall measure of life satisfaction, instead of relying on a single response to a particular question. This latter approach was adopted by Qatar using the more detailed data from the multi-indicator cluster survey to examine individual domains of satisfaction and to derive an overall composite measure of life satisfaction for Qatar. The composite measure based on the eight domains provides a more realistic evaluation of overall life satisfaction compared with a measure based on a response to a single question.

25. Overall, 84 per cent of respondents to Qatar's 2012 multi-indicator cluster survey reported that they were either very or somewhat satisfied with their life (see figure IV below). A slightly higher percentage of women were satisfied (85 per cent) than men (82 per cent). Conversely, 16 per cent were less satisfied with their life. Qataris are much more satisfied with their life than non-Qataris; of particular concern is the group with the lowest level of satisfaction, namely, male non-Qataris with below secondary education and aged between 25 and 49 years. The Government intends to monitor changes over time to assess how people's satisfaction levels are responding to national development efforts.

Figure IV

Percentage of Qatari and non-Qatari men and women satisfied with their life, 2012



Source of data: Qatar Statistics Authority multi-indicator cluster survey, 2012.

III. Rapid population growth as a cross-cutting planning and implementation challenge

26. During the implementation of the National Development Strategy, Qatar's population has continued to grow at an exceptional pace, averaging 6.7 per cent per year between 2008 and 2013. Overall, the population increased by more than 200,000 people between 2012 and 2013 alone, when the population exceeded 2 million for the first time. An increase of almost a quarter of a million people is expected between 2013 and 2014. This high and unsustainable level of population growth is primarily a result of the continued massive inflows of expatriates, predominantly young and less-skilled male workers.

27. The rapid growth in the expatriate population is being fuelled by Qatar's ambitious infrastructure programme, including a new airport, seaport, metro, schools and hospitals, as well as stadiums being built for the International Federation of Association Football (FIFA) 2022 World Cup and for the country's future aspirations. The massive growth in population is affecting all development areas, including amenities and facilities, especially in and around Doha, where the bulk of the population is concentrated.

28. There are sound economic reasons for not introducing restrictions on labour supply that could severely delay the completion of existing projects. In general, the high number of expatriates supports Qatar's economic growth but it also creates a situation where economic output is heavily dependent on the presence of non-Qataris.

29. Nonetheless, the rapid increase in the expatriate population and the labour force creates a wide range of challenges for national and sector planning strategies. Beyond increasing pressure on the sectors of the economy needed to service the workers and their dependants, it creates a number of risks:

(a) Social: Existing social infrastructure, including schools, hospitals and low-cost housing, was not built to support the needs of a very rapidly growing expatriate population and some Qataris may feel crowded out of services;

(b) Cultural: There is a potential for traditional Qatari Arab and Islamic cultural values and identity to be diluted, even though interactions may be limited owing to language and/or sociocultural barriers;

(c) Economic: If for any reason, large numbers of expatriates suddenly leave Qatar, not only will their productivity capabilities be lost and projects be delayed, but a secondary downturn in the economy will occur when their spending is lost;

(d) Environmental: Significant environmental degradation has already occurred (for example, traffic congestion, urban land scarcity and so on) and will continue until infrastructure can be increased to match the needs of the population and behavioural patterns change;

(e) Safety and security: Building safety may be compromised, road traffic accidents and injuries could increase and the capacity of the criminal justice system could be strained.

30. These challenges are compounded by the multi-ethnic and skill composition of the new additions to the population. Of the large number of expatriate workers, some 50 per cent are semi-skilled and 25 per cent are unskilled. Their literacy levels

are generally relatively low. Moreover, the vast majority are from non-Arab countries, especially from South Asia, and most do not understand or speak Arabic or even English.

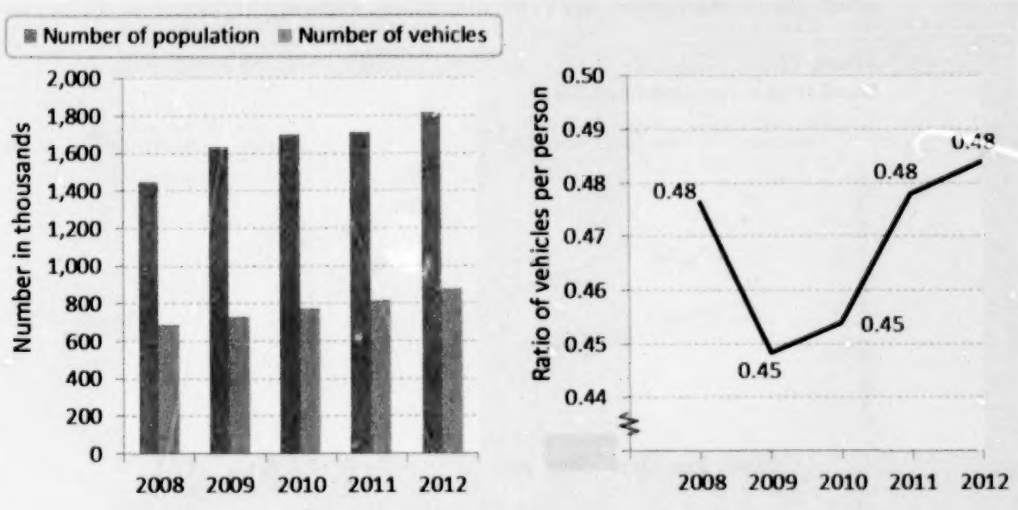
Increasing vehicular traffic and road safety

31. With the rapidly increasing population, the number of licensed vehicles of all types on the roads, especially in and around Doha, has also increased markedly (see table 1 below). During the period from 2008 to 2012, the growth in the number of vehicles mirrored population growth, rising at an average annual rate of around 6 per cent (see figure V below). Consequences of the growth in motor vehicles include frequent road traffic congestion and road traffic accidents, as well as higher levels of carbon dioxide emissions, which affect quality of life. The enhanced risk of traffic accidents has been compounded by the larger increase in heavy vehicular traffic (see table 1). This is explained by the continued increase in infrastructural megaprojects, including road construction.

Table 1
Growth in registered vehicles, 2008 to 2012
(Thousands)

Year	*Private cars*	*Private buses and trucks*	*Heavy vehicles and trailers*	*Government, police, diplomatic, taxis and buses*	*Motorcycles*	***Total***
2008	432.6	173.3	42.7	30.5	10.7	**689.8**
2009	456.4	187.2	47.6	30.0	11.5	**732.7**
2010	484.9	186.8	57.7	31.7	11.5	**772.5**
2011	515.6	197.5	59.4	31.9	12.6	**816.9**
2012	562.3	211.4	58.1	32.8	12.5	**877.1**
Percentage of annual growth 2008-2012	6.6	5.0	7.7	1.8	4.0	**6.0**
Percentage change 2008-2012	30.0	22.0	36.1	7.4	17.4	**27.2**

Figure V
Growth in motor vehicles, 2008 to 2012



Note: The growth in motor vehicles mirrors the growth in population. Average annual growth rates, 2008-2012: Population = 5.6%, Vehicles = 6.0%.

32. The total number of accidents resulting in a fatality or injury increased by 31 per cent, or at an average annual rate of 7 per cent, during the period from 2008 to 2012. This was slightly higher than the 27 per cent increase in the number of registered vehicles during the same period. The largest increase occurred in accidents involving minor injuries (37 per cent), while accidents resulting in serious injuries increased by only 4 per cent. Fatalities from traffic accidents fell by 11 per cent and the rate of road traffic deaths per 100,000 population dropped to 11 in 2012.

33. Implementation of the National Development Strategy road traffic safety projects appears to have succeeded in achieving a significant decline in traffic fatalities. However, they have not reduced the rate of accidents per 100,000 population, which increased from 317 in 2008 to 328 in 2012. The decline in the number of fatal accidents could be attributed in part to a slower movement of traffic as a result of the increasing congestion on the roads and to the faster response of emergency services and improved levels of medical care. Despite this aggregate decline, there are three striking features of the fatalities that National Development Strategy initiatives seek to address (see figure VI below):

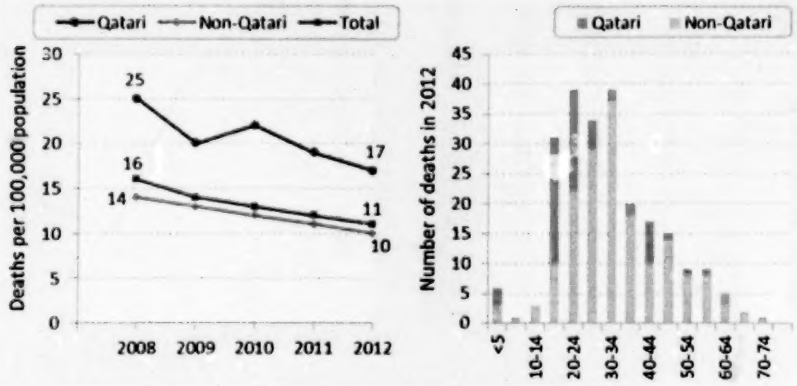
(a) Higher rate of fatalities among Qataris: While the rate of fatalities per 100,000 Qataris declined from 25 in 2008 to 17 in 2012, it remains more than 50 per cent above the average for the country;

(b) Large number of deaths of young people aged 15 to 24 years, in particular Qataris: Qatari youth are disproportionately dying in road traffic accidents;

(c) High proportion of pedestrian deaths among the traffic accident fatalities: The proportion of pedestrian fatalities declined from 32 per cent to 28 per cent in

2012. This is far off the National Development Strategy target of reducing the proportion of pedestrian deaths to 17 per cent by 2016. The highest number of pedestrian deaths were among non-Qatari men between the ages of 20 and 44 years, which mirrors the working age population of non-Qataris.

Figure VI
Road traffic accident fatalities



Sources of data: Qatar Statistics Authority (various years) and 2012 data from the Ministry of the Interior; Supreme Council of Health 2013.

Note: Road traffic accident death rates have fallen from their peak but are very high for Qatari youth.

34. The highest number of Qatari fatalities occurred among persons aged 15 to 19 years, followed by those aged 20 to 24 years. Car drivers accounted for 35 per cent of accident fatalities and reckless driving and speeding have been identified as important contributory factors. This suggests that a high proportion of deaths could be explained by the recklessness of young Qatari drivers, to whom education campaigns are being directed, including at high schools.

Youth as a policy and programmatic focus

35. Qatar's youth are considered major human resources for development and effective agents of positive social change. Harnessing their ideals, enthusiasm and creativity, with supporting technological innovation, can significantly contribute to meeting the country's development goals. Advancing the country towards a diversified knowledge-based economy requires focus, coordination and investment of resources in young people. Qatari youth, who are growing in number (see table 2 below), are facing several challenges, as outlined below.

Table 2
Youth population of Qatar (aged 15 to 24 years), 2000 to 2012
(Thousands)

	2000	*2005*	*2010*	*2012*
Qatari	31.0	37.6	47.7	50.5
Non-Qatari	55.1	117.2	204.8	231.2
Total	**86.1**	**154.8**	**252.5**	**281.7**
Youth as percentage of total populatic:.	14.0	17.1	14.9	15.4

Source of data: Qatar Statistics Authority (2013): Mid-year estimate 2013.
Note: The youth population of Qatar is growing rapidly.

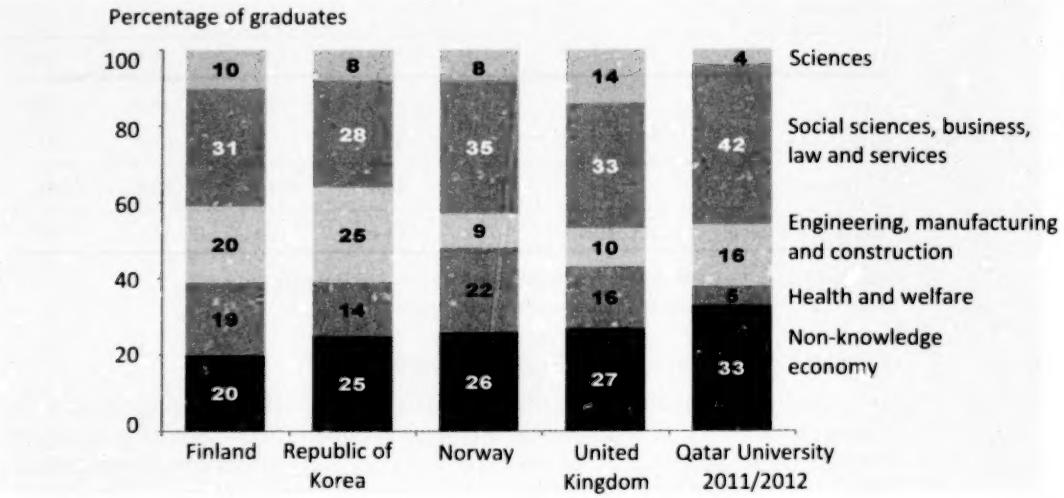
Changing demographic and socioeconomic settings

36. Qatar is undergoing many demographic changes, including rising age at first marriage, decreases in childbearing, increases in childlessness and rising levels of divorce. Qatari youth are being positively and negatively affected by globalization, especially the revolution in information and communications technology. The trends call for intercultural understanding and tolerance, as well as intergenerational dialogue.

Building knowledge and developing skills

37. Aiming to achieve world-class standards, Qatar has made huge investments in education and training infrastructure at all levels. Multiple opportunities now exist for young Qataris. However, education performance, as measured through national and international tests in maths, sciences and English language, is not progressing at a commensurate pace, despite a decade of reforms. Stronger incentives to encourage young people, especially boys, to continue through the tertiary level are required. Qataris must have the knowledge and skills, and must take courses relevant for a knowledge economy (see figure VII below), to compete in an increasingly borderless and cross-cultural world. Education needs to encourage analytical and critical thinking, creativity and innovation.

Figure VII
Courses taken by university graduates

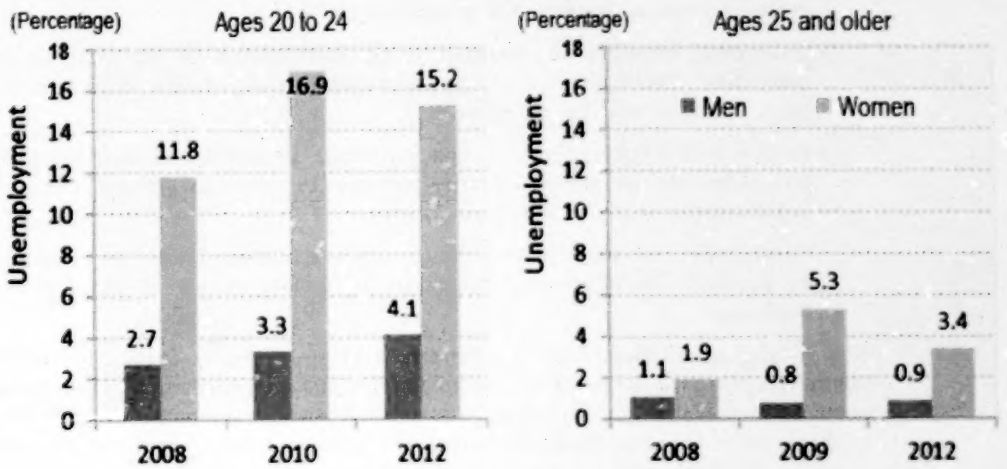


Note: The National Development Strategy supports transition to a knowledge economy. In 2012, 33 per cent of Qatar University graduates had taken courses relevant for a non-knowledge-based economy.

Enhancing labour force participation

38. Overall unemployment levels in Qatar are extremely low, except among new female entrants to the labour force (see figure VIII below). Young Qataris have previously undreamed-of choices and opportunities on joining the labour market. However, many lack the skills and qualifications to take full advantage of them. Qatar's economic diversification aspirations necessitate building the country's human capital to create a more productive and skilled labour force. Given that the number of new Qatari entrants to the labour force each year is markedly lower than what the economy demands, it is imperative that incentive structures be strengthened to increase youth labour force participation at higher skill levels. Second-chance programmes that give Qatari youth who have not completed secondary education the opportunity to salvage their life prospects, reduce the waste of valuable human resources and increase the number of Qataris in the labour force are being offered.

Figure VIII
Unemployment rates, 2008-2012



Sources of data: Qatar Statistics Authority labour force surveys 2008-2012 and Census 2010.
Note: Unemployment rates during the period from 2008 to 2012 were low overall but relatively higher for young Qatari women.

Improving health and well-being

39. As in most affluent societies, being overweight or obese is highly prevalent among young Qataris. Qatar University is trying to address overweight and obesity among Qatari youth through an adapted cognitive behavioural approach developed through intersectoral and international partnerships with, inter alia, the Hamad Medical Corporation, the Supreme Education Council, Aspire Zone, Imperial College London and Leeds Metropolitan University. Initiatives are also being undertaken to promote self-care, reduce risk-taking behaviour and encourage a healthy and active lifestyle among young people.

Empowering young people and promoting civic participation

40. Today's young men and women are tomorrow's workers, parents, citizens and leaders. Young people need an enabling environment in which they are encouraged to participate in their own and Qatar's development. Young people are an asset to their communities. Pathways are needed to ensure their inclusion and participation in all aspects of development, including through volunteering. Opportunities for broader youth participation need to be created not only in the public sector, but also in the private sector, through partnerships that encourage market orientation, build leadership capacity and promote youth enterprise and entrepreneurship.

41. Based on a detailed study to mainstream Qatari youth in national development, five broad recommendations were made to the Government:

- Develop an integrated and comprehensive policy framework that ensures that young people have pathways to meaningful participatory roles in all facets of society

- Broaden the incentives and opportunities for young people to sustain educational experien in advanced areas of knowledge, skills and communication that will meet the demands of the labour market and add value at the personal, community and national levels
- Strengthen measures to increase youth participation in an increasingly diversified labour market and to reintegrate young people who are not participating to their full potential
- Review and reinforce policies that contribute to health and well-being by promoting self-care and preventative measures to reduce risk-taking behaviour and damaging lifestyles among young people
- Ensure that all national legislation and regulation create an enabling environment for effective participation by young people in development processes.

42. In support of these recommendations, a single umbrella agency for youth affairs was proposed to coordinate the preparation and implementation of a national youth development policy, including cross-sectoral youth development programmes. In 2013, as part of the Qatari Government's public sector restructuring, a new Ministry of Youth and Sports was established to take these recommendations forward.

IV. Conclusions: Some lessons learned from the National Development Strategy midterm review

Importance of agency executive plans

43. Good governance requires that individual enablers be in place and that the enablers be connected and well-coordinated within a coherent structure that supports delivery. Outcomes and targets need to be mainstreamed into organizations' management systems to enhance ownership. Ministries and agencies must have their own strategic executive plans with National Development Strategy priorities at their core. An executive plan should identify the institutional and human resource capabilities required, the organization and administrative systems, budget and supporting activities that need to be put in place, including information systems and databases, as well as procedural manuals and protocols. It should also identify key strategic partners who will support implementation. An efficient performance management system needs be put in place to ensure that all staff are accountable for delivery.

Mechanisms for sector-wide, cross-sector and inter-agency collaboration

44. Sector-wide, cross-sector and inter-agency coordination mechanisms to deliver National Development Strategy outcomes and targets are critical. While overall responsibility for the National Development Strategy projects will remain with the lead ministries and agencies, other relevant agencies need to take responsibility for the delivery of some projects or major components of them.

45. There must also be good cooperation with the private sector and with such international organizations as the United Nations Environment Programme (UNEP), UNDP, the United Nations Educational, Scientific and Cultural Organization

(UNESCO), the World Bank and the International Union for Conservation of Nature, as well as regional cooperation with the Gulf States. A culture that encourages sharing of data and the integration of systems within and across sectors is being encouraged.

Building human resource capacities

46. A critical precondition for successful National Development Strategy implementation must include capacity-building both in relation to project management skills and subject matter expertise. There are currently insufficient numbers of technical staff in many ministries and agencies to deal with the large increase in projects, regulation and enforcement activities needed. Specialist support, including through outsourcing, is needed to improve the information, processes, systems and laws in place to enable the ministry and agency technical staff to do their jobs efficiently.

Media and communications

47. The National Development Strategy has multiple stakeholders across all sectors, including government agencies, industry, academia and non-governmental organizations, as well as ordinary citizens. A long-term comprehensive communications strategy targeting these stakeholders is needed; this strategy should be designed to increase transparency, mobilize support, provide clarity on objectives and report on implementation progress.

48. The communications strategy should take into account the need to raise awareness of the National Development Strategy and the sector targets. It must be evidence-based and should be aimed at different audiences. Currently, a number of communications channels, including the Internet, national media, face-to-face communication and written briefings, are being used. The development of more website content and functionality, e-newsletters and social network bulletins, together with regular stakeholder meetings, will enhance the National Development Strategy communications strategy going forward between 2014 and 2016.